

4/8/17

Yesenia -

This folder came
out of the 1974 riots
in the Brooke Park.
a legal Committee.
Call me when you have a
chance. Margie
Echevarria

COMMUNITY BASED LEGAL SERVICES

A PROPOSAL FOR MEETING THE LEGAL NEEDS OF
NEWARK'S PUERTO RICAN HISPANIC POPULATION

Developed by:

The Puerto Rican Legal Committee, Inc.
P. O. Box 1748
Newark, New Jersey 07102
201-484-7262

Chali Roche, Chairman

PROBLEM IDENTIFICATION AND ANALYSIS

Background

According to recent figures, the Puerto Rican-Hispanic population of Newark exceeds 15% (60,000 people) of Newark's total population. This population is predominately poor and underserved by existing agencies. Newark's Hispanic community is disproportionately represented among the city's unemployed. In addition, the director of the state ACLU, Stephen Nagler, has observed that Hispanics are less likely to be released on bail, and more likely to be convicted and receive stiffer prison sentences, primarily because of cultural and language barriers. Research has also indicated that Newark's Puerto Ricans are under-represented in public service areas including employment in Police, Fire and other government service jobs. Consequently, most members of this community have not enjoyed positive experience with Municipal and other services and agencies.

The violent disturbances which errupted in September, 1974, can be seen as the culmination of the above conditions into a climate of volatile frustration.

At the time of the recent disturbances, the City of Newark made some conciliatory responses, including the appointment of the city's first Hispanic judge and first Spanish-speaking Municipal Public Defender. Some support was also given to the establishment of a new community organization (The Hispanic Emergency Council) whose purpose was to seek solution to both immediate and long-range needs of the community.

The legal service needs of the Puerto Rican-Hispanic community were not solved by these token appointments and it was necessary for an organization to exist which could be fully devoted to meeting the legal service needs of the Hispanic community.

The Puerto Rican Legal Committee, Inc., which was originally a component of HEC, grew as a separate organization committing its full attention to this task.

Background of the Organization

The Puerto Rican Legal Committee, Inc., is a non-profit organization whose members are primarily professionals living and/or working in Newark. It is dedicated to bettering the Hispanic Community through provision of quality legal services.

The Committee has been active during the past year in assisting persons charged with crimes stemming from last September's disturbances at Branch Brook Park, and in litigation seeking damage and injunctive relief for victims of September's disturbances. The Committee is also involved in Puerto Rican Prisoners Rights Litigation in conjunction with PROD (Prisoners Rights Organized Defense).

A community advisory board to be made up of local residents who are consumers of legal services, is presently in formation. The Chairman of this Advisory Board shall also sit on the Board of Directors.

There are a number of underlying assumptions that led to the founding of the Puerto Rican Legal Committee, and its decision to pursue funding to operate the program described in

the pages that follow. Among these are:

1. The Hispanic Community of Newark is not adequately served by any existing legal services program.
2. A legal services program could serve as a responsive community organization which can earn the trust of the community through its delivery of effective service.
3. An effective legal services program could have a substantial impact on illegal and discriminatory practices which have handicapped the Hispanic people of Newark.
4. The impact of a responsive Community based legal services program would be to ultimately alleviate the sense of despair felt in the community.

With regard to the first of these four assumptions, we offer these facts:

--There are no Spanish-speaking lawyers on the staff of Essex County Legal Services.

--The only Spanish-speaking Public Defender in the Newark Municipal Court has already resigned, and there are no Hispanic attorneys employed by the state Public Defender's Office.

--The percentage of Puerto Ricans convicted and given longer jail sentences is higher than the population at large, according to the Executive Director of the New Jersey American Civil Liberties Union, Stephen Nagler.

--Only 12 of the 18,500 lawyers in New Jersey are Spanish-speaking, or less than one tenth of 1%; this figure may be somewhat improved through increased recruitment of Hispanics by local law schools.

--Horror stories about credit purchases and other contract agreements indicate that all too often their terms are misunderstood. For Newark's Hispanics, this problem is further compounded by the language barrier.

--When Seton Hall Law School announced that it would staff the clinic which it operates jointly with Essex County Legal Services, with Spanish-speaking law students on a one day per week basis, there was a substantial response from clients needing service. The percentage of Hispanics seen at Essex County Legal Services' two locations still remains below the percentage of Hispanics in need in the City.

Assumptions two through four, reflect the concerns and hopes of Newark's Hispanic community. While the impact of a legal services program on community stability is hard to document, it is clear that legal services programs have encouraged individuals to seek redress through the courts instead of on the streets. This premise underlies the success of the Center for Mediation of Community Disputes in New York City, and can be seen as an outcome of legal services programs throughout the country.

At this time, all of the following appear to be needed by the Hispanics of Newark:

1. An organization that can be identified as the place to go to get help with legal or social problems which require the advice or intervention of knowledgeable experts. (In the Hispanic section of Newark, it is essential that such an organization also be known as one that can handle situations and share information in a sensitive manner).
2. Employment opportunities in non-dead-end situations.
3. Effective vehicles of communication to the community (such as newspaper, forums, leaflets, pamphlets, etc.). These are needed to transmit information about opportunities, services educational programs and legal rights - and about successes achieved through the work of community service organizations.

It is clear that the problems which led to last September's disturbances are deep-rooted and complex. In submitting this proposal, the Puerto Rican Legal Committee does not pretend to have come up with the solution to the community's situation. But, it does submit this with the hope that it is a step in the right direction, a positive service for community residents which can provide a foundation for further positive efforts.

Project Objectives

The primary goal of the Puerto Rican Legal Committee's community-based legal services program is the provision of needed legal services to the residents of the Hispanic community of Newark. Through the provision of these services, the program seeks to substantially reduce the impact of factors which have handicapped community residents in their pursuit of a decent standard of living.

In order to pursue this goal, a community-based legal service center would be established. Services at the center would be available to all upon request, and there would be no fees charged to any disadvantaged person. The center would provide the following types of service:

- a. Legal Counseling
- b. Representation
- c. Community education and outreach
- d. Referral services and follow-up

The program would strive to become fully operational within four months of its receipt of funds, and take in at least 30 new cases requiring representation per month from that point on.

The legal service areas in which the program would operate would include the following:

Civil:

- Landlord-tenant problems
- Discrimination (housing, employment, education)
- Representation at administrative hearings
- Family Law
- Small business concerns
- Preparation and follow-through with legal papers
- Insurance and Taxation
- Immigration

Criminal:

- Bail
- Representation at Parole Revocation Hearings
- Prisoner's Rights and Civil Legal Services for
local residents who are presently incarcerated

Community:

- Mediation of Community disputes
- Public Advocacy on behalf of community residents
- Community legal education

A second goal of the program is the development of employment and advancement opportunities for community residents, in the field of legal services. Towards this end, the program shall hire community residents for staff positions for which they may qualify, and develop a career ladder upgrading procedure through which they would be enabled to advance to more responsible levels of employment in the legal services field.

A third anticipated goal shall be for the program to serve as a vehicle for enabling community residents to obtain adequate provision of services from other public and private institutions and agencies. The program shall develop a comprehensive referral and follow-up system to assure that clients receive services to which they are entitled.

Tasks

The narrative which follows shall be divided into two sections. The first describes the process through which the center would be established and staffed, and become fully operational. The second describes the component services of the fully operational center.

I. Preparing for the Center's Operation

Initial Staffing, Hiring, Board and Community Advisory Roles

Staffing

The transition from the Puerto Rican Legal Committee's present all-volunteer staff to the larger funded program effort would involve the following steps:

1. The director and other initial staff would be selected by the Committee. Whenever possible, candidates will be drawn from the local residential area.
2. A broad search shall be conducted for Spanish-speaking attorneys.
3. The first staff hired would be the director and a secretary. They would then be responsible for the publicizing of all staff openings, and the director would be responsible for interviewing and hiring all staff. The Committee would reserve the right to review the hiring procedure and approve any person hired who would receive a salary in excess of \$12,000.
4. The Community Advisory Board would be encouraged to suggest names of persons for consideration as Outreach workers.

Every effort would be made to bring the entire staff on board within one month of the program's starting date, but as much time as needed would be taken to find qualified persons for all

positions. The staff to be hired are:

- 1 Project Director
- 1 Business Manager
- 2 Senior Attorneys
- 2 Junior Attorneys
- 4 Legal Researchers
- 2 Investigators
- 4 Investigator Trainees
- 5 Community Outreach Workers
- 1 Executive Secretary
- 2 Legal Secretaries
- 3 Clerk Typists
- 1 Records Clerk

Job descriptions and requirements are indicated on pages 24 to 28.

Board

The major roles of the Committee during the program's developmental stage shall be:

- 1. Hiring of director and other initial staff.
- 2. Monitoring the project's development to assure that it is consistent with its initial intent.
- 3. Assisting in the development of liaison relationships with appropriate organizations and institutions.

The Committee should meet monthly, devoting its initial meeting to developing its internal organization, establishment of pertinent task-oriented sub-committees, and familiarizing itself with its role and procedures. Once hired, the director shall be expected to attend Committee meetings and provide the Committee with regular reports on the Center.

Community Advisory Board

The Community Advisory Board shall serve as the vehicle through which information on the Community's needs can be articulated. The Advisory Board shall play a role in informing the community about the existence and services of the Center, and informing the program's staff and the Committee about the concerns of the community. Staff outreach workers would work closely with the Advisory Board, both in assisting the Board in its understanding of its role, and in articulating the concerns of the Board to the program's director. Outreach staff would be assigned to attend all meetings of the Advisory Board.

Volunteers

The Center's director shall be responsible for all decisions with regard to the use of volunteers, both during this initial period and throughout the program. The Center's policy on volunteers shall be that no volunteers shall be utilized unless there is a specific identifiable task/role that they can perform, and in which they can be adequately supervised.

Space Procurement

The director shall be responsible for finding appropriate space in which to house the program. This space should meet the following criteria:

1. Be located in the target community or, if this is not feasible, be readily accessible to the target community.

2. Contain sufficient space for the following:
 - a. Separate offices for legal counseling
 - b. Sufficient space for researchers, investigators, and outreach workers to work comfortably.
 - c. Appropriate office space for the executive director, and all clerical/administrative staff.
 - d. A small legal library.
 - e. Reception area where clients can wait comfortably.
 - f. A room large enough to hold meetings of over 30 persons.
3. Should not require clients to walk up more than one flight of stairs to be served.
4. Should be in sufficiently sound condition to be converted to its new purpose within a reasonably short period of time.

A minimum of 2,500 sq. feet of space would be required.

This space could be in a commercial building, in a presently empty house in the community or in a church or other public service building.

The Committee has been in touch with Newark's Department of Real Estate and is already in the process of attempting to procure appropriate space.

Space procurement shall have a high priority among the director's initial tasks. Every effort shall be made to procure space, and have it ready to work in, within the first few weeks of the program's funding.

Staff Orientation

During the first few weeks of the program year, an operations manual shall be developed by the executive director, the Puerto

Rican Legal Committee, and appropriate outside consultants. This manual shall describe in some detail the roles and responsibilities of each staff person, and shall include lists of recourses, key contact persons, basic procedures for obtaining information or help from necessary agencies and institutions, etc. the manual shall be compiled in a loose-leaf notebook which can constantly be revised by substituting updated pages for old ones.

When initial staff are hired, there shall be a two-week orientation period, prior to the initiation of any contact with community residents. During this period, each staff member shall receive a copy of the operations manual and read it. The manual will then be thoroughly reviewed, critiqued, and modified and expanded where appropriate, in full staff meetings. In this manner, all staff will have a full understanding of both the Center's purpose, and how the individual staff members' efforts contribute to that purpose. Additional group staff sessions will be held to develop common understanding of appropriate, sensitive ways of relating to clients. Part of each day during these two weeks would also be spent by each staff person preparing their own papers, records, etc., for them to be able to begin work as soon as the two weeks are completed. During this time, staff would also be initiating contacts with appropriate persons in the courts and other institutions and agencies. Outreach staff would visit community agencies, churches, etc., to inform these agencies of the starting date of the Center, as well as to familiarize themselves with services which these agencies might have to offer to program clients.

There shall be weekly staff meetings scheduled throughout the duration of the program, to assess program operations and plan for future service delivery, as well as to share information on program-related developments. During the initial period of the program, while the Center is still tooling up to reach its full service level, these meetings would also serve as a time to assess program procedures and modify them in whatever way might be necessary to improve the operation.

SCHEDULE OF PROJECT OPERATIONS - FIRST YEAR

Month	1	2	3	4	5	6	7	8	9	10	11	12
TASKS:												
Procure Space	X											
Space Renovation Furnishing	X	X										
Hire Director	X											
Hire Staff	X	X										
Staff Orientation		X										
Ongoing Staff Training and Career-ladder development			X-	-	-	-	-	-	-	-	-	-
Contact other agencies to Arrange liaisons	X	X										
Community Outreach	X	X-	-	-	-	-	-	-	-	-	-	-
Begin Legal Services												
Legal Services fully operational				X-	-	-	-	-	-	-	-	-
Internal program evaluation					X							
Report to Community Advisory Committee						X					X	

II. Community-Based Legal Services Center Operation

Schedule of Operations

The Center shall be open six days per week, including evening and Saturday hours to accommodate persons whose employment restricts their ability to seek legal help during weekday hours. At present, the hours at center are projected as follows:

Monday, Wednesday	9:00-6:00
Tuesday, Thursday,	10:00-5:00, 7:30-9:30
Friday	9:00-1:00
Saturday	12:00-4:00

During these hours, the center would be open for persons seeking assistance. Lawyers would be scheduled to be present at least for all afternoon and evening periods. Initial interviews would be conducted by appropriate staff during all above-mentioned hours. Follow-up interviews, counselling, etc., would be done after consultation with one of the staff attorneys or the program director.

The Center would be closed to the public on Friday afternoons at which time staff would be expected to catch up on paper work and participate in weekly staff meetings.

The Center would also list a 24-hour a day answering service number, which would be able to contact the staff person on call if there was any emergency situation requiring the immediate attention of an attorney. The answering service would be bi-lingual.

Services provided outside of the Center would not necessarily be limited to the hours when the Center is open. Attendance at community meetings or scheduling of legal rights information classes would be done whenever scheduling can be arranged.

Services

The major services offered at the Center can be categorized as either legal counseling or representation. Additional services, which can be provided both at the center and elsewhere, include community education and referral services. Each of these is discussed below. Outreach activity is also discussed separately as a unique component of the program.

Legal Counselling

After being met at a reception desk, and giving name, address, and telephone number, community residents would meet with a screener (either researcher or outreach worker) whose purpose would be the following:

1. To establish a relationship with the client that conveys the Center's concern for the individual, as well as its competence at meeting the client's needs.
2. To obtain basic information about the individual, including name, address, telephone; previous experience with legal agencies and other institutions; how they came to know of Center; and nature of the problem which brought them to the Center.
3. To explain how the Center operates, and how the person will be helped through its services.
4. To determine whether the problem for which the client came to the Center is one which is within the scope of services which the Center is able to provide. If it is not, then the screener has the additional task of arranging for an appropriate, effective referral.

After this initial screening, clients needing legal counseling are scheduled for a meeting with the most appropriate legal specialist in the area in which they have indicated a need for

service. Whenever possible, this would take place immediately after the screening interview, or as soon as possible thereafter.

Delivery of legal services shall be provided by a coordinated "Legal Services Team" approach, in which the activities of screeners, researchers, investigators, attorneys and outreach staff are coordinated. This process is described in the section on Program Administration (see page 20).

Among the services which are performed under the category of legal counselling are the following:

1. Explanation and clarification of a person's legal rights in a given situation.
2. Advising clients of courses of action that they have open to them in seeking resolution of situations.
3. Assisting individuals, local businesses, or local community organizations in the preparation of various legal documents, including incorporation of community groups, drawing up contracts, answers to immigration inquiry forms, etc.
4. Determination of whether further services of the program are needed. These further services include legal representation (either in court or by letter, telephone, or other contact): arrangement for a meeting of parties in a dispute, either for clarification of mediation purposes; appearance of a staff member at a community group meeting to advise them of their legal options, etc.
5. Referral to other organizations if there is a more appropriate source of service. Most such referrals would require direct contact by Center staff to guarantee that the client would be properly served.

It is estimated that, when the Center opens, it should have the capability of providing legal counseling service to at least 25 persons per week.

Representation

Each person whose need for legal services includes representation in a legal matter, or otherwise requires an ongoing service relationship with the Center, will be assigned as a case, to one of the legal service teams.

One of the team's investigator trainees, outreach workers, or researchers would be responsible for keeping the client informed of the status of his case and what activities the client should be undertaking on his own behalf. This responsibility is generally assigned to a outreach worker because of the empathy and rapport which might be shared with the client.

All legal activity involved in representation of clients is conducted either directly by an appropriate lawyer, or under the explicit direction of the lawyer.

Legal representation would be available in each of the areas in which the program operates. Decisions on whether the Center would undertake to represent a client would be based on client need and availability of Center Staff..

In a limited number of cases, when the case is significant to a class of people rather than a single individual, the program will follow through with appellate work.

It is assumed that approximately half of all persons seen will need some type of legal representation as part of their service. If this is so, the Center should be able to represent all those requiring representation. By the program's second year of operation, it might be necessary to expand Center staff and operations to continue to meet representational needs.

Referral Services

When appropriate, persons who come to the Center for services will be referred to another agency. Referrals will be done whenever the services which the client seeks are outside the scope (and capability) of the Center's activities. Among the major reasons that a person might come to the center for help which the Center cannot directly provide are the following:

1. A client may be unaware of where the help can be obtained.
2. The client may have been unable to obtain help from a source where he believed the help should be available.
3. The client appropriately came to the Center for legal assistance, but the nature of the legal problem is not within the Center's scope or capability.

In each of these situations, the Puerto Rican Legal Committee stresses the importance of taking a deeper interest in the client's seeking of services, beyond simply sending the client away with an address of the proper place for being served. Service delivery to Hispanics in Newark has been inadequate to a degree that demands that the Center strive to see that adequate service is provided to anyone who comes to the Center for help. Accordingly, these steps shall be followed when a person requires referral to another agency for services:

1. An outreach worker is assigned to assist the client. The worker contacts the appropriate agency and makes an appointment or other arrangement for the client to be served by a specific individual who would be aware that the client is being referred by the Center.

2. The client is counseled on what he/she must do in order to obtain the needed service. The client is then given a letter of introduction which informs the agency that the person referred is a client of the Center, and the reason for the referral. A copy of the letter is retained in the Center's files for later follow-up.

3. If requested by the client, the outreach worker can accompany the client in initial contact with a service-delivery agency. This would be most likely to occur in situations where the client has experienced difficulty in obtaining the service previously, or anticipate such a problem because of language difficulties.

4. Follow-up contact is maintained, to assure that the client has been adequately served.

5. When the client is also receiving legal assistance from the Center at the same time that referral services have been arranged, the outreach worker shares all information on service needs, service delivery, and follow-up with the legal team that is handling the client's case.

It is estimated that approximately 130 persons per month will require referrals to other agencies.

The supportive role proposed for this referral service should be justified in terms of its two-fold impact: Strong encouragement of other agencies to meet their responsibility to fully serve the City's Hispanic population, and the building of a positive reputation for the Center as a place where help can be received.

Community Legal Education

The program shall offer scheduled talks at various public places in the community. Topics covered in these talks shall

include, among others, the following:

- Tenant Rights
- Student Rights
- Rights of medical and mental patients
- Simple accounting, tax procedures
- Rights and procedures if arrested
- Welfare Rights

These talks would be conducted by appropriate knowledgeable members of the Center staff. Community outreach workers would be present at all such talks, to provide additional information on how to be served by the Center.

Staff of the Center would also be made available to speak at community meetings at which legal counsel is desired. Assignments to speak to community groups would be made to staff on the basis of their knowledge of the field, and their ability to communicate that knowledge to the membership of the particular group. While maintaining flexibility about which staff person might speak at any given event, the Puerto Rican Legal Committee is definitely committed to providing a representative to community meetings upon request. It is estimated that two to three such requests would be received in a given month.

Outreach

Two of the programs' five outreach workers shall be at the Center at all times that the Center is open for clients to come in. They shall conduct intake interviews with clients, provide initial contact between the client and a member of the legal team which will serve him, and perform referral activity as described on the preceding pages. The outreach workers would be assigned to cover the Center on a scheduled rotating basis.

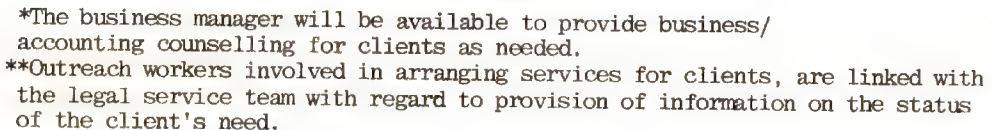
Outreach workers would also be assigned the task of making the Center's activities known throughout the community by distributing information at various community agencies and through face-to-face contact with local residents. Outreach workers would attend community meetings and serve as the two-way informational link between the program director and the community in general and the Community Advisory Board in particular.

The outreach staff would also be responsible for publicizing community legal education meetings. They would also distribute the program's newsletter to the community. The newsletter would describe the program's services, successes, problems, hopes, etc., in a clear way that can be understood and appreciated by the community residents. The newsletter would be published monthly. Its content would be the responsibility of the program director.

The project director shall be responsible for the supervision of the outreach workers. Outreach workers would be required to keep the director informed of their community contacts, services, and follow-up activity. The director will conduct regular in-service training sessions for the outreach staff, relating community concerns to program activities.

All outreach workers would be recruited from the community, and all would be encouraged to take advantage of the educational and career ladder opportunities built into the program.

The program's administrative structure is indicated in the following diagram:



Legal Service Teams

Cases will be handled by a team consisting of one senior attorney, one junior attorney, two researchers, one investigator and two investigator trainees. When clients also require assistance with receipt of services from other agencies, a community outreach worker is also assigned to the case.

All tasks related to provision of legal services for the client will be supervised by the senior attorney. Cases are considered in regular "case conference" meetings, at which time the nature of the case is discussed among all involved team members, and the necessary work assignments are made to assure that legal services are effectively provided.

Within the team, the lawyers are responsible for direct representation of the client whenever necessary, and for developing and implementing the legal strategy for the case. The senior attorney is responsible for coordination of the team. The researcher is responsible for doing necessary legal research as required by the circumstances of the particular cases. Much of the researcher's time would be spent in the law library and reviewing other sources of information. The researcher also would have the responsibility for briefing the legal service team on new legal developments that might affect the teams practice in the future. The investigator and investigator trainees work as a unit in conducting all necessary field work for the preparation of cases, including gathering of evidence and witnesses, and working with the client to assure that the client

knows what is expected of him in terms of further court appearances, compliance with written directives, preparation of written statements, etc. The investigator trainees work under the supervision of the investigator. Assignment of cases to one or the other of the program's two teams would be on the basis of case-load and areas of expertise within each team.

Career Ladder Program

The Puerto Rican Legal Committee is committed to the concept of developing the skills of local residents as far as possible to the point that they can maximize their contribution to the legal service of their community. Accordingly, the following educational advancement process is proposed:

1. Community residents shall be recruited into the program at entry levels (outreach workers and clerk-typists) and to all other staff levels for which they qualify.
2. An educational program shall be arranged, with the cooperation of existing educational institutions whenever possible. Cooperation shall be sought from Essex County College community Extension Division, Rutgers and Seton Hall Law Schools, Rutgers Institute for Continuing Legal Education, and other sources.
3. Outreach staff will be provided with weekly in-service training on the job. Efforts will be made to arrange for their receiving college credit for that training and for the job's work experience. In addition, staff will be permitted up to 8 hours per week of paid time off to attend classes.
4. All staff without high school diplomas will be encouraged to attend general equivalency diploma classes, and if needed, time off will be granted for the attendance at these classes.
5. The program shall develop a set of criteria for the promotion of a person from the level of outreach worker to investigator trainee. This shall be on the basis of work experience, and educational training.

6. A second advancement step, from Investigator Trainee, to Investigator, shall also be specified. This would require further education and training.

7. Community residents who reach the Investigator level and elect to complete college and enter law school shall be supported by the Center through the guaranteeing of part-time employment throughout their continued education.

8. Similar arrangements shall be made for the advancement of clerk-typists seeking to improve their skills and advancement in the direction of legal executive secretary, legal researcher, or investigator trainee.

When the program is made operational, other legal services organizations in Essex County shall be informed of the program and encouraged to participate in aspects of the program conducted at local colleges. Employment opportunities for persons receiving training in the program might develop in other agencies who are aware of the need for bi-lingual legal staff persons. This could hopefully increase the capability of other organizations to serve the Spanish-speaking residents of Newark.

In-service training would be initiated as soon as the program begins. Formal outside course work would be initiated as soon as meaningful course arrangements could be developed with cooperating institutions.

Job Descriptions and Qualifications for Key Staff Positions

Executive Director - The Executive Director shall be responsible for ongoing program operations, including responsibility for all staff activity. He shall be responsible for development of new aspects of the program, maintaining and developing the program's relationships with existing agencies of the City, State,

and Federal Government, local community organizations, and concerned segments of the private sector of the economy. He shall also be responsible for assuring the program's continued responsiveness to community needs. He shall have ultimate responsibility for the Center's fiscal operations, and the Center's monthly newsletter.

Qualifications include: program experience in provision of services to poor people (preferably Spanish-speaking clients and preferably involving legal service delivery); familiarity with the Newark Hispanic community; demonstrated commitment to service of this type of population. Proven ability to develop and/or administer this type of program. This person must be fluent in Spanish and English.

Business Manager - The business manager shall be responsible for the day-to-day fiscal and administrative record-keeping functions of the Center. He shall report and be directly responsible to the director on these matters. He shall have supervisory responsibility over clerical and records staff. In addition to these duties, he shall be available to assist clients requiring his accounting and/or business expertise.

Requirements include being a certified public accountant or having at least four years of experience with responsibility for fiscal/business administration in comparable programs.

Senior Attorney - The senior attorney is responsible

for the coordination of his team, in its provision of services to clients. He/She shall provide counselling and legal representation services to clients and provide legal information to community group meeting and community educational programs. He/She should be able to serve as an informational resource to the program's staff in at least three areas of law covered by the program.

Qualifications include membership in the New Jersey Bar, with experience in handling civil cases in New Jersey. Sensitivity to the needs of the Hispanic Community and commitment to meeting of those needs. Preferably bi-lingual. He/She should be able to work some evenings and weekends when scheduled.

Junior Attorney - The junior attorney provides legal services, including representation and counselling, to clients as assigned by the team's senior attorney. He/She shall also provide legal information at community meetings and participate in community education programs when scheduled to do so. He/She will be required to develop specialization in at least two areas of law covered by this program, and serve as an informational resource to other staff in these areas when needed.

Qualifications include membership in the New Jersey Bar, sensitivity to community needs and commitment to meet those needs. Preferably bi-lingual, he/she should be able to work evenings and weekends when scheduled.

Researchers - Researchers, under the direction of their legal team's senior attorney, prepare legal memoranda and briefs. They conduct library research and may make independent recommendations on the merits of each case. Under the direction and guidance of the attorneys, they shall perform other duties related to the preparation of legal documents, etc.

Qualifications include either matriculation in an American Bar Association accredited law school or suitable prior experience in legal research. Preferably bi-lingual.

Investigator - Shall be responsible for information gathering on each case. Shall supervise and work with investigator trainees on field investigation work needed for the preparation of cases, including taking of statements, obtaining documents, gathering evidence, seeking and interviewing witnesses, etc. Shall be responsible for all field work being completed in a timely manner as needed by the legal team.

Qualifications include high school diploma and experience in investigatory work or other related field. Preferably bi-lingual. Should be able to travel extensively throughout the community.

Investigator Trainee - Shall work under the direct supervision of the investigator in performing field work on particular cases.

Qualifications include high school diploma or appropriate prior experience in interviewing or counselling in the community. Must be able to speak and write both Spanish and English.

Community Outreach Workers - Shall be responsible for familiarizing community residents and local organizations about the work of the Center. Shall distribute informational materials in the community. Shall be available at the Center for establishing and maintaining positive relationships with community residents seeking service. Shall refer clients to other community agencies and conduct follow-up as needed. Shall accompany clients when requested to agencies from which clients are to obtain services.

Requirements include residence in the local community, ability to speak and write in both Spanish and English. Demonstrated concern for bettering the conditions of the community, willingness to learn, sensitivity to people.

BUDGET

PERSONNEL

Project Director	\$20,000	\$ 20,000	
Business Manager	\$17,500	17,500	
2 Senior attorneys	\$18,000-\$20,000	38,000	
2 Attorneys	\$14,000-\$16,000	30,000	
4 Researchers	\$12,000, 50% time- 6,000	24,000	
2 Investigators	\$13,500	27,000	
4 Investigator trainees @	\$10,500	42,000	
5 Community Outreach workers	\$ 8,500	42,500	
2 Legal Secretaries	\$11,500	23,000	
1 Executive Secretary	\$10,500	10,500	
2 Clerk Typists	\$ 7,800	15,600	
1 Records Clerk	\$ 7,800	<u>7,800</u>	
	Subtotal	\$342,585	\$342,585

CONSULTANT AND CONTRACT SERVICES

Legal Advisers, specialists, ave. \$1,000 per mo.	\$12,000
Preparation of Operations Manual, related tasks	5,000
Staff Training Specialists, avg. \$500 per mo.	6,000
Custodial Services, av. \$500 per mo.	6,000
Fiscal/Accounting Services, est. \$300 per mo.	<u>3,600</u>

Total--Consultant and Contract Services	\$ 32,600
---	-----------

TRAVEL

Local travel, 14 staff, avg. \$350 per mo.	\$ 4,200
Long distance travel, per diem, to Wash., Trenton, etc. avg. \$100 per mo.	<u>1,200</u>

Total--Travel	\$ 5,400
---------------	----------

BUDGET - Page 2

SPACE

2,500 sq. ft. @ \$8/sq. ft./yr.	\$20,000
Renovation, modification costs	<u>\$10,000</u>

Total--Space

\$ 30,000

EQUIPMENT

Office furniture for staff of 27 persons @ \$200 each.	\$ 5,400
Additional chairs, worktables, client lounge, furnishings, lamps, bookshelves, etc.	\$ 2,500
10 IBM Selectric Typewriters, rental @ \$30 mo. each	3,600
2 Calculators	500
Other equipment (tape recorder, etc.)	<u>3,000</u>

Total--Equipment

\$ 15,000

SUPPLIES

Office supplies, 27 staff @ \$15 per mo. each	\$ 4,860
Maintenance supplies @ \$25 per mo.	300
Legal materials--transcripts, depositions, interrogatories, etc., av. \$750 per mo.	9,000
Books for legal library	20,000
Periodicals, \$75 per mo.	<u>900</u>

Total--Supplies

\$ 35,060

OTHER COSTS

Telephone service, \$250 av. per mo.	\$ 3,000
Postage, \$80 av. per mo.	960
Xerox machine, xerox costs, @ \$60 per mo.	720
Answering service, @ \$45 per mo.	540
Utilities, \$50 av. per mo.	600
Court costs: filing fees, etc., \$1,000 av. per mo.	12,000
Other printing, reproduction costs, \$30 av. per mo.	<u>360</u>

Total--Other Costs

\$ 17,580

TOTAL BUDGET:

① Personnel	\$342,585
Consult. Contr.	32,600
Travel	5,400
Space	30,000
Equipment	15,000
Supplies	35,060
Other Costs	17,580
GRAND TOTAL	<u>\$478,145</u>

Fringe benefits 15% of ① +